

UTAH PS

Building on SUCCESS

PRESENTED BY GOVERNOR GARY R. HERBERT

SEPTEMBER 8, 2016

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GOMB | Governor's Office of
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GARY R. HERBERT

GOVERNOR
STATE OF UTAH



DEAR FRIENDS,

It is my pleasure to welcome you to the third annual **Utah OPS: Building on SUCCESS** conference.

In January 2013, I challenged state agencies to improve performance by at least 25%. We are seeing some fantastic results but there is still more work to be accomplished. By continually improving the quality, efficiency, and cost of government services and by applying the principles and fundamentals of the SUCCESS Framework across all agencies and systems, Utah will continue to excel and maintain its place as one of the best managed states in the nation.

We are well on our way to making continual process improvement a tenet of state agency operations, but we must press forward. As we continue to build on our success by finding innovative ways to stretch taxpayer dollars and resources, we can achieve our full potential.

Utah's success is due in large part to the great work of our employees. I am honored to work alongside our state employee workforce and thank them for their commitment in serving the citizens of Utah and for upholding the public trust.

Sincerely,

A handwritten signature in black ink that reads "Gary R. Herbert". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Gary R. Herbert
Governor

WELCOME



KRISTEN COX
EXECUTIVE DIRECTOR
GOVERNOR'S OFFICE
OF MANAGEMENT AND
BUDGET

WELCOME TO THE THIRD ANNUAL **UTAH OPS** CONFERENCE!

As Utah citizens, taxpayers, and public servants, we should each be concerned about the role and effectiveness of state government operations. I recognize the hard work, dedication, and commitment of our state employees and am confident that the work currently being performed promotes positive outcomes each and every day.

Many of our agencies have received accolades for the work they perform and we are even recognized for out-performing our counterparts in other states. While Utah is often cited as #1, it is my belief that every system has the capacity to improve and I am confident that further success is achievable when committed people are empowered with the knowledge, tools, and framework to improve. As Utah's population continues to grow and more and more demand is placed on government, we simply must focus on our internal capacity to improve before looking for additional funding. Resources are scarce and without on-going efforts to meet increased demand through improvement efforts, we will fall short of delivering the services Utah taxpayers deserve.

The mission and goal of the Governor's Office of Management and Budget (GOMB) is to create more value for every tax dollar invested. GOMB is committed to support agencies in maximizing taxpayer dollars by sharing the tools and skill set necessary to improve and leverage the expertise that exists in organizations both inside and outside state government.

At this year's conference, attendees will be exposed to workshops highlighting how simple changes to the flow of work can measurably improve performance, the need to more fully integrate process improvement activities with the budget process, and will be introduced to a new resource--the SUCCESS website. In addition, there are two breakout sessions that specifically address how the SUCCESS Framework tools and processes are being applied to improve people/social service environments. We are also providing a three-hour track specifically for state agency executive management.

I hope the Utah OPS conference will provide you with a greater understanding of the tools, resources, and measures available to ensure we are making a tangible difference for Utah taxpayers and the people we serve.

A handwritten signature in black ink that reads "Kristen Cox".

Kristen Cox, Executive Director
Governor's Office of Management and Budget

SUCCESS FRAMEWORK



S U C C E S S — F R A M E W O R K —

High performing organizations aren't created by accident. Rather, they have certain infrastructure, expertise, and systems in place that allow them to continually deliver better and better results. While no organization ever has all of these fundamentals perfectly designed and implemented, a high-performing organization has most of them in place and is actively and continually improving upon each. Before diverting resources or time to other efforts, a high-performing organization focuses on getting these core fundamentals in place along with the requisite expertise.

The management fundamentals outlined in the SUCCESS Framework allow organizations to proactively plan, schedule resources, and reduce the chaos that results from a reactionary approach. Resources are maximized, employees know what they are doing and why, and issues are identified and resolved before they become a crisis. Leadership is able to focus on the few strategies that will yield the greatest results and prevent the diverting of resources into less beneficial initiatives. On-going systems and practices are in place to assess performance so services can continually improve.

While the SUCCESS fundamentals will not prevent every challenge or ensure perfect harmony within an organization, they do help to eliminate many of the problems for which leadership invests significant time and resources. Marketing, communications, and stakeholder buy-in are all made easier when these fundamentals are in place and there is a positive and measurable story to tell.

SUCCESS: DEFINING THE ACRONYM



SET CLEAR, MEASURABLE AND AMBITIOUS GOALS

Goals should clearly tell an organization what they should focus on as well as what NOT to focus on. They help align policies, resources, time and attention, and motivate people to galvanize their efforts. Without clear goals, organizations can wander and divert scarce resources that make minimal impact.



USE DATA, ANALYSIS AND THINKING TOOLS

An organization's operations are the vehicle by which the goal is translated into an actual product or service. This discipline ensures that as few resources as possible are used to produce the best product or service for the customer and taxpayer. By using deliberate design strategies, process improvement practices, and focusing on the day-to-day processes and interventions that translate the goal to a service or product, organizations can provide better, faster, and cheaper services and products that make a difference.



CREATE THE STRATEGY

Organizations often struggle with complexity, fractured subunits, and programmatic silos. These significant limitations are overcome by creating a strategy that focuses all parts of the organization on only those key areas necessary to achieve the goal. Creating a useful strategy requires insights gained through logical thinking and root cause analysis— minimizing needless and disruptive change. Based on the simplicity of driving to an explicit goal, this strategy resonates at all levels of the organization and with stakeholders.



CREATE THE ORGANIZATION

Align structures, spans of control, and functions to support operational flow and strategy; prevent and detect fraud, noncompliance, and risks; and ensure strong and robust financial systems. Moving boxes around on an org chart is all too common in most organizations. Without having clarity of purpose and a solid understanding of strategy, reorganization in and of itself will not address core problems. Organizational design should exist to support the effective and efficient delivery of a service or product. Hence, the design of an organization (including organization charts and management structures) should align with the goal, strategy, and operations.

SUCCESS: DEFINING THE ACRONYM



ENGAGE EMPLOYEES AND CUSTOMERS

Employees are the most critical resource in any organization. They do the work that produces the result. Regular engagement with employees is crucial to understanding how the work is currently being performed and uncovering both problems and opportunities to improve performance. Those involved directly in the work often have the greatest insight into how to make meaningful improvements. Engagement also requires translating goals into performance plans, compensation options, and the training requisite to help people succeed. **Government services ultimately exist to serve customers and taxpayers alike.** Understanding their needs, concerns, and characteristics should drive program and service design in order to meet intended outcomes.



SYNCHRONIZE PROJECTS AND POLICIES

Organizations need to have expertise in project management to select and quickly deliver more of the right projects that result in measurable operational improvements and effectively execute initiatives (including new policies) to deliver strategic results. Too often organizations waste precious time and resources on improvement, automation, or research projects that do not meet intended outcomes. In addition, projects often take much longer than anticipated, reducing the capacity to complete additional work.



STAY FOCUSED

Management time and attention is the biggest constraint within any organization. How well leaders: 1) invest in and stay focused on the area that will create the biggest impact; 2) prioritize; 3) schedule their time; and 4) identify the biggest constraints within an organization to determine if the organization as a whole spends time on the right things and is able to move through work and projects as quickly as possible. When management creates schedules and systems to help them remain focused, they are available to provide direction, remove obstacles, and expedite decision-making. Focus also ensures that management does not overload people and resources with more work than can be absorbed (creating bad multi-tasking).



Learn more about the **SUCCESS Framework** and available resources at: success.utah.gov

SCHEDULE AT A GLANCE

8:30am - 9am	REGISTRATION				
9am - 9:45am	OPENING PLENARY SESSION Kristen Cox, Executive Director Governor's Office of Management and Budget FEATURED SPEAKER: Governor Gary R. Herbert				
9:45am - 10am	CONTINENTAL BREAKFAST				
10am - 11am	ROOM F BREAK-THROUGH THINKING TOOLS: How to Solve Any Problem in Your Organization FULL DAY LEADERSHIP TRACK FOR EXECUTIVE MANAGEMENT (by invitation only) Yishai Ashlag Goldratt Consulting Kris Cox Governor's Office of Management and Budget	ROOM A TOOLS FOR SUCCESS: Tips and Resources for Achieving Big System Results Steve Cuthbert Governor's Office of Management and Budget	ROOM B PATHWAY TO SUCCESS: Testing Concentrated Treatment Dosage to Improve Public Safety and Reduce Recidivism Greg Gardner Governor's Office of Management and Budget Kirk Lambert and Steve Gehrke Department of Corrections	ROOM C WHOSE MONEY IS IT ANYWAY?: Safeguarding Utah's Scarce Tax Dollars by Integrating SUCCESS and the Budget Process Phil Dean and Nate Talley Governor's Office of Management and Budget	ROOM E HOW TO AVOID WIP-LASH: Understanding and Managing your Work-in-Process (WIP) to Increase Speed and Throughput Rick Little Governor's Office of Management and Budget Daniel O'Bannon Department of Commerce
11:15am - 12:15pm		ROOM A TOOLS FOR SUCCESS: Tips and Resources for Achieving Big System Results Steve Cuthbert Governor's Office of Management and Budget	ROOM B PATHWAY TO SUCCESS: Testing Concentrated Treatment Dosage to Improve Public Safety and Reduce Recidivism Greg Gardner Governor's Office of Management and Budget Kirk Lambert and Steve Gehrke Department of Corrections	ROOM C CASE MANAGEMENT FOR CASE MOVEMENT: Improving System Flow and Synchronization to Improve Lives Jaideep Srivastav Goldratt Consulting Staci Ghneim Governor's Office of Management and Budget	ROOM E EXCELLENCE IN EXECUTION: Moving from Vision to Implementation Ajai Kapoor Goldratt Consulting
12:30pm - 2pm		Lunch with Comedian Ryan Hamilton Named one of Rolling Stones five comics to watch, Ryan is on his way to establishing himself as one of the country's favorite stand ups			
2pm - 3pm		ROOM A WHOSE MONEY IS IT ANYWAY?: Safeguarding Utah's Scarce Tax Dollars by Integrating SUCCESS and the Budget Process Phil Dean and Nate Talley Governor's Office of Management and Budget	ROOM B HOW TO AVOID WIP-LASH: Understanding and Managing your Work-in-Process (WIP) to Increase Speed and Throughput Rick Little Governor's Office of Management and Budget Daniel O'Bannon Department of Commerce	ROOM C CASE MANAGEMENT FOR CASE MOVEMENT: Improving System Flow and Synchronization to Improve Lives Jaideep Srivastav Goldratt Consulting Staci Ghneim Governor's Office of Management and Budget	ROOM E EXCELLENCE IN EXECUTION: Moving from Vision to Implementation Ajai Kapoor Goldratt Consulting

BREAKOUT SESSIONS

BREAKTHROUGH THINKING TOOLS: HOW TO SOLVE ANY PROBLEM IN YOUR ORGANIZATION

Einstein said we cannot solve problems at the same level of understanding we had when they were created. The question is then how to create a new level of understanding so people and organizations can move performance and results to the next level.

Working for government is more than a job—it often includes a desire to improve society. While we may all have the same vision, we too often become entrenched in our day-to-day routines. What should we do to bring a bigger impact? How can we create breakthrough results? Rather than relying on randomness or luck, Theory of Constraint (TOC) leaders have developed a systematic way to help people find the break-through solutions and innovation necessary to tackle society's and our individual organization's most difficult and entrenched problems.

This three-hour workshop is specifically designed for state government executive leadership by Dr. Yishai Ashlag, Senior Partner at Goldratt Consulting and author of the book, *“TOC Thinking: Removing Constraints for Business Growth.”* Along with Kris Cox, Dr. Ashlag will share the latest methods that systematically lead to breakthrough thinking. The tools have been used internationally by companies ranging from Mazda and Boeing to Omron Healthcare and Procter and Gamble. This tailored breakout session provides a rare opportunity for learning how to apply TOC thinking tools to government.

Due to time commitments and seating constraints, participation for this workshop is by invitation only and is limited to state agency executive management. However, based on expressed interest, GOMB will ensure that additional training sessions are made available over the coming year. If you would like to attend a future workshop, please indicate your interest by e-mailing Lorie Davis at lorie@utah.gov.

TOOLS FOR SUCCESS: TIPS AND RESOURCES FOR ACHIEVING BIG SYSTEM RESULTS

We all want to continually improve performance and outcomes; doing so is not easy work. Taking into account all the processes, functions, challenges, and conflicts associated with improvement often makes it difficult to even know where to start. This session highlights how the consultants in the Governor's Office of Management and Budget (GOMB) approach system improvement and the methods and tools that work every time (okay, that work almost every time). Attendees will be introduced to SUCCESS.utah.gov—a new website highlighting the tools and processes associated with Utah's SUCCESS Framework.

PATHWAY TO SUCCESS: TESTING CONCENTRATED TREATMENT DOSAGE TO IMPROVE PUBLIC SAFETY AND REDUCE RECIDIVISM

The Theory of Constraints (TOC) is much, much more than finding efficiencies and crunching numbers. TOC can change lives—literally. This workshop will highlight how Adult Probation and Parole (AP&P) is using TOC concepts such as deep cleaning, full kit, and synchronization to positively change offender lives while better protecting you in the process. Attendees will learn how the concepts helped AP&P design an ongoing pilot to immediately enroll probationers and parolees into needed treatment programs that divert them away from crime and, based on positive efforts, are improving both the offender and their community. Attendance at this workshop will generate ideas for how to use TOC and the SUCCESS Framework tools and concepts to improve systems in other people/social service environments.

BREAKOUT SESSIONS

WHOSE MONEY IS IT ANYWAY?: SAFEGUARDING UTAH'S SCARCE TAX DOLLARS BY INTEGRATING SUCCESS AND THE BUDGET PROCESS

Budget session is upon us! This workshop will provide a brief overview of how annual revenue and cost pressures affect the availability of funding for agency budget priorities. With more needs than resources to meet them, integrating the SUCCESS Framework and the budget process and creating more value for every tax dollar invested becomes essential to ensuring that agencies are fiscally situated to meet their respective missions. The session will include strategies for creating a better business case and perhaps even offer a few tips for maximizing your chances of receiving requested funds!

HOW TO AVOID WIP-LASH: UNDERSTANDING AND MANAGING YOUR WORK-IN-PROCESS (WIP) TO INCREASE SPEED AND THROUGHPUT

Do you ever feel like you work and work and work but the tasks just keep piling up or take forever to complete? In this session you'll learn how to finish your work in less time by controlling work-in-process (WIP). The workshop will include a demonstration on how holding work in queue actually reduces the amount of time it takes to complete a job or function. The session will also highlight a real-world example from an agency working to manage WIP as well as a series of simulations designed to demonstrate the concept.

CASE MANAGEMENT FOR CASE MOVEMENT: IMPROVING SYSTEM FLOW AND SYNCHRONIZATION TO IMPROVE LIVES

This workshop will address issues facing many case management systems such as: How do we design systems that not only provide service but propel progress? How do we identify, prioritize, and match operational problems and their solutions? How can we leverage resources and synchronize actions for both case managers and customers to optimize capacity, flow, and outcomes? Attendees will learn how to apply the key concepts, tools, and strategies of the SUCCESS Framework in a case management setting. Information will also be shared about a pioneering pilot to synchronize case management for customers receiving simultaneous services across multiple departments with the goal of helping families achieve self-reliance faster and sustain it longer.

EXCELLENCE IN EXECUTION: MOVING FROM VISION TO IMPLEMENTATION

In today's world, we frequently embark on change to improve outcomes—personal or organizational. When personal, we rely on our own quick feedback loop to correct and adopt the change. When organizational, especially in government agencies, adopting the change is simply not that easy. Surprisingly, the difficulty is not due to the content of the change but rather from the lack of details surrounding the change. Often, the lack of details include the articulation and agreement surrounding the reasons for the change; how the change addresses the objective (performance issues or new opportunities); how the change impacts each group or individual; and the metrics or details of what the new environment will look like so the group or individual can perform their day-to-day functions moving forward. As the title implies, this workshop will help attendees move from vision to full change implementation.

FEATURED SPEAKERS



YISHAI ASHLAG

SENIOR PARTNER
GOLDRATT CONSULTING

Dr. Yishai Ashlag holds a PhD in economics from Bar-Illan University in Israel. Upon graduation he spent a year as a post doctorate visitor at the Wharton School at the University of Pennsylvania. For the last 20 years, he has worked as an adviser, consulting policy makers, investors, and businesses in various sectors including government, consumer goods, agribusiness, healthcare, finance and retail. He worked closely with Dr. Eli Goldratt, the developer of Theory of Constraints (TOC). Dr. Ashlag currently serves as the senior partner at Goldratt Consulting where he also heads knowledge development and implementation.



KRISTEN COX

EXECUTIVE DIRECTOR
GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET

Governor Herbert appointed Kristen as the executive director, Governor's Office of Management and Budget (GOMB) in August 2012. Kris has designated Theory of Constraints (TOC) and her **SUCCESS Framework** as the guiding process improvement tool for Utah state government. By integrating operational excellence with the state's management and budgeting practices, Kris and the GOMB team are working closely with all Cabinet agencies to achieve at least a 25% improvement to state government operations by focusing on quality, capacity, and cost. A cornerstone of this initiative is a focus on evidence-based practices and data-driven decision-making. Kris formerly served as executive director of the Department of Workforce Services and has held positions with the Maryland Department of Disabilities, the U.S. Department of Education, and the National Federation of the Blind. She also ran as the Republican candidate for lieutenant governor during Maryland's 2006 general election. Kristen received her Bachelor of Science in Educational Psychology from Brigham Young University.

SPEAKERS



STEVE CUTHBERT

DIRECTOR
OPERATIONAL EXCELLENCE
GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET

Steve works closely with cabinet-level agencies as they implement operational excellence tools and strategies across state government. Prior to his current assignment, Steve served as the director of operational excellence for the Utah Department of Workforce Services (DWS). He was responsible for developing and implementing operational excellence strategies that reduce costs while maintaining or improving service delivery across all DWS programs. During his 20-year career, Steve has worked in all levels of state government, from local office manager to assistant director of operations. Steve also served as the business manager for the Electronic Resource and Eligibility Product (eREP) project and managed all business aspects of design and development, as well as the implementation strategy for the largest IT project ever undertaken by the State of Utah. Steve holds an MPA degree from Brigham Young University and an undergraduate degree in organizational communication from the University of Utah.



STEVE GEHRKE

DIRECTOR
QUALITY AND PROCESS IMPROVEMENT
DEPARTMENT OF CORRECTIONS

Steve was appointed to his current assignment in December 2014 and is responsible for helping the Department of Corrections realize efficiencies and optimize the effectiveness of taxpayer dollars. Steve is also coordinating a collaborative push to smooth the transition process for offenders as they leave prison and re-enter our communities. Steve formerly served as the department's public information officer. He worked as a journalist at The Salt Lake Tribune and was an intern reporter in the Washington, D.C., Bureau of London's The Telegraph. Steve attended the University of Utah where he earned a Master's Degree in Public Administration, Bachelor's Degrees in Political Science and Communication, and Minored in Middle East and International Studies.



PHIL DEAN

BUDGET DIRECTOR AND CHIEF ECONOMIST
GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET

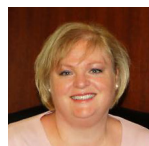
In his current assignment, Phil directs the work of GOMB in preparing the Governor's budget recommendations and oversees GOMB's state revenue estimates and economic analysis. Prior to his current assignment, Phil worked for Utah's legislature, specializing in the areas of tax and education. He began his professional career in Sacramento, working on the state budget at the California Department of Finance. Phil holds master's degrees in public administration (BYU) and economics (U of U) and a bachelor's degree in political science and Spanish (BYU). He also teaches economics as an adjunct professor at BYU (Salt Lake Center) and UVU.



GREG GARDNER

DIRECTOR
OPERATIONAL EXCELLENCE
GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET

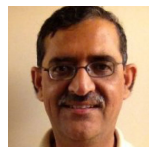
Greg works with cabinet agencies to improve operations by becoming better, faster, and cheaper. Prior to his current assignment, Greg served at different times as both the deputy director over administration and over operations for the Department of Workforce Services. During his 33-year career, Greg's responsibilities have always included an IT management role, including an appointment as DWS director of information technology. In December 2003, Greg was asked to serve as the DWS executive sponsor over the Electronic Resource and Eligibility Product (eREP) project—the largest IT project ever undertaken by the State of Utah. Greg's current assignment and previous operations management experience bring the unique opportunity and ability to align operational excellence initiatives with front-line services and technology.



STACI GHNEIM

OPERATIONAL CONSULTANT
GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET

Staci currently works with a wide array of cabinet-level agencies to improve performance, outcomes, and value. She brings to this role an unusual mix of public and private sector experience and unique meld of educational expertise. She began her 19-year public service career as a caseworker in the Department of Human Services' Child and Family Services and served in various other capacities, including deputy director over regional operations, contract procurement and quality assurance, community committees and communications. Her entrepreneurial endeavors and private sector work have included domestic violence services, refugee services, retail, product development and distribution for online retail, U.S. government and military contracting, and international technology marketing and journalism in Dubai, UAE. She is finishing up her PhD in Social Work at the University of Utah, has an MBA from Western Governors University, a BS in Family Sciences from Brigham Young University and is a licensed social service worker.



AJAI KAPOOR

PARTNER
GOLDRATT CONSULTING

Dr. Kapoor holds a PhD in operations research from Carnegie Mellon University. He is the winner of the Fulkerson Prize. He completed his B.Tech from IIT Delhi and has over 16 years of consulting experience helping companies design innovative, logistical solutions based on the Theory of Constraints (TOC). His passion is to help companies deploy these solutions as a disruptive force

SPEAKERS

in order to obtain a significant competitive advantage. He believes in using the power of TOC to resolve deep conflicts in and between organizations, strengthening the integration within companies and their suppliers and partners. Ajai's consulting focus has included work with Boeing, Amdocs, Larsen and Toubro, Alaska Airlines, Delta Airlines, Medtronics and the U.S. Air Force. Ajai is an entrepreneur, having started a company that focused on providing TOC-based software for project management.



KIRK LAMBERT

AP&P SUPERVISOR
DEPARTMENT OF CORRECTIONS

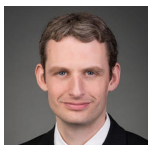
Kirk currently serves as supervisor of the Logan adult probation and parole office with the Utah Department of Corrections. He has served in this capacity for three years. Prior to his current appointment, Kirk served for five years as a field agent working in three different counties managing mixed caseloads with probationers, parolees, drug offenders, and sex offenders. Kirk is law enforcement certified and graduated from the Utah Police Academy in 2006. He is currently working to complete a bachelor's degree in history from Utah State University.



RICK LITTLE

DIRECTOR
PERFORMANCE MEASURES
GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET

Rick is the principal analyst and statistician responsible for the validation of the state's system performance measures. Rick works closely with all cabinet agencies to exploit available data sources to identify primary indicators of throughput, quality, and costs, and to monitor measures of process improvement. Rick attended Weber State University earning BA degrees in Finance and Spanish and completed a MS degree in Human Resources at Utah State University. Rick has over 20 years' experience working with government performance metrics and data systems in positions with the U.S. Department of Defense in Illinois and Oklahoma and with the State of Utah. Rick has worked as a quality specialist, program manager, MIS manager, and research director—positions that provided him with the opportunity to learn and apply skills in advanced statistics, econometrics, business and data analysis, human resources, data warehousing, query language (SQL), business intelligence software, and performance management.



DANIEL O'BANNON

DIVISION DIRECTOR
DEPARTMENT OF COMMERCE

Daniel O'Bannon was appointed as the director of the Department of Commerce's Division of Consumer Protection in June 2013. Prior to his current assignment, Daniel worked as a staff attorney in the Office of Governor Gary R. Herbert and as a research attorney in the University of Utah Office of General

Counsel. Daniel is a graduate of the S. J. Quinney College of Law at the University of Utah and is also a graduate of Brigham Young University.



JAIDEEP SRIVASTAV

PARTNER
GOLDRATT CONSULTING

Jaideep is a civil engineer with experience in project management. He has over 15 years of experience designing, customizing, implementing, and auditing a variety of Theory of Constraint (TOC) implementations. He is credited with 30+ successful implementations in maintenance, repair, and operations (MRO), new product development, engineering/ IT organization, engineering-to-order, pharmaceutical, and infrastructure/ construction projects. Jaideep co-created a simplified critical chain solution for MRO and created a quality control process for the delivery of TOC solutions that ensures smooth change management while improving results. His work includes TOC implementations with the U.S. Air Force, U.S. Navy, Marine Corps, Boeing, Procter and Gamble Pharmaceutical, Larsen and Toubro, Von Ardenne, Hewlett-Packard, Chrysler, and Dr. Reddy's Laboratories (an Indian multinational pharmaceutical company based in India). Jaideep's current focus is on applying TOC principles that create simple, scalable, and sustainable breakthrough solutions.



NATE TALLEY

BUDGET AND POLICY MANAGER
GOVERNOR'S OFFICE OF MANAGEMENT AND BUDGET

Nate's professional responsibilities include analyzing policy priorities related to social and economic program interventions, recommending budgetary changes for state agencies, forecasting various indicator and public benefit utilization data and providing consultation on state human resource concerns. Prior to serving in the Governor's office, Nate worked as a labor market economist and Bureau of Labor Statistics program manager with the Department of Workforce Services. Nate holds a B.S. in Economics and a Master's in Public Policy degree from the University of Utah.

LUNCH ENTERTAINMENT



RYAN HAMILTON
COMEDIAN

Named one of Rolling Stone's five comics to watch, Ryan's appearances on NBC's Last Comic Standing, Conan, Inside Amy Schumer, Nick Mom Night Out, Comedy Central's Live at Gotham, and the Showtime special Caroline Rhea and Friends, Ryan is on his way to establishing himself as one of the country's favorite stand-ups.

With immediate comic charisma and a crisp, clean writing style, Ryan is sought after for his ability to perform for a variety of audiences while making each show an individual and unique experience.

With an extensive touring schedule, he often finds himself far from his Idaho roots and currently makes his home in New York City. Much of his trademark humor comes from that unique contrast.

He's become known among industry insiders as the fastest rising star, racking up local and national comedy competition wins and festival appearances. He most recently won the Great American Comedy Festival in Norfolk, Nebraska, which honors the roots of Johnny Carson. He has also won the National MVP award for The Comedy Leagues competition at the Just For Laughs Montreal Comedy Festival and has performed in Sydney, Australia with Just for Laughs as a headliner. Prior to that, he won Sierra Mist's America's Next Great Comic Search, was a two-time finalist at the Boston Comedy Festival competition, and appeared at the Las Vegas Comedy Festival as an up and coming talent. He's also a regular guest on the nationally syndicated Bob and Tom radio show.

IS YOUR JOB TAKING YOU NOWHERE?



EARN YOUR MASTERS ONLINE IN:

Cyber Security
Music Technology
Education
Accounting
Arts Administration
Communication
Business Administration
Public Administration
Sports Conditioning & Performance

Master's Degree	\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$	1,329
Bachelor's Degree	\$\$\$\$\$\$\$\$\$\$\$\$	1,108
Associate's Degree	\$\$\$\$\$\$	777

Median Weekly Earnings

Data Source : US Bureau of Labor Statistics

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Governor's Office of Management and Budget
Creating More Value For Every Tax Dollar Invested

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